Department of Tourism and Culture

Annual Accountability Report
For The Fiscal Year
2002-2003

104-03833/

Table of Contents

		Page
1.	Accountability Statement	3
2.	Message From The Minister	4
3.	Introduction	5
4.	Department Progress and Accomplishments	
	Core Business -Economic Growth	7
	Core Business -Community Development	13
	Core Business -Stewardship	17
	Core Business -Corporate Support & Good Governance	20
5.	Financial Results	25
6.	Performance Measures	26
7.	Supplemental Information and Appendices	35
	2002 Tourism industry facts	

1. Accountability Statement

The accountability report of the Department of Tourism and Culture for the year ended March 31, 2003, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism and Culture's business plan information for the fiscal year 2002-03. The reporting of Tourism and Culture outcomes necessarily includes estimates, judgements and opinions by department management.

We acknowledge this accountability report is the responsibility of department management. The report represents, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism and Culture's business plan for the year.

Minister _____ Deputy Minister _____

Honourable Rodney MacDonald Michele McKenzie

2. Message from the Minister

I am pleased to take this opportunity to report on the Department of Tourism and Culture for the fiscal year 2002-2003.

Our department's mission is to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, develop sustainable communities, and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians. To support that mission, the department's budget for the 2002-2003 fiscal year was set at $38.8 million.

Our department employs staff who deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors and the general public, community groups, municipalities, heritage groups and tourism and cultural organizations and industries. Our service is shaped by the recognition that Nova Scotia's beautiful landscape, diverse cultures and rich heritage add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travelers.

Our challenge in 2002-03 was to focus efforts and resources on priorities identified through our business plan – priorities that have helped to stimulate economic growth, support community development, foster stewardship of Nova Scotia's natural and cultural heritage and promote good governance.

The resulting activities reflect the government's commitment to growing the economic and social significance of our tourism, culture and heritage sectors.

3. Introduction

This report describes the performance of the Department of Tourism and Culture by detailing the achievements of the Department, and the performance targets used to measure the Department's success. The Department's 2002-2003 business plan can be used as a source of comparison against this report.

This report is divided into sections that outline the Department's progress and accomplishments, financial results and outcome measures. Supplementary information outlining tourism industry facts for 2002 is also attached. Specific highlights from the Department's Tourism, Culture and Heritage divisions and Nova Scotia Archives and Records Management include:

Tourism Division

- Nova Scotia's tourism industry had a record year in the 2002 calendar year. The Nova Scotia tourism industry generated $1.3 billion in direct revenues, 34,700 direct and indirect jobs, $498 million in direct and indirect wages and salaries and $119 million in provincial and municipal taxes.

- Overall visitation increased in 2002 by 2% to 2.18 million visitors. Visitation from US markets increased by 9% over 2001 levels.

- Total road visitation was level with 2001 statistics and total air visitation was up 7%.

- Total room nights sold reached 2.6 million representing a 3% increase. Overall visitor inquiries were up 5% and visitor information centre attendance was up 16%. Check In reservations were up 4%.

Culture Division

- The culture sector in Nova Scotia continues to make a significant contribution to the province's economy. A new study by Statistics Canada estimates that the sector contributed $1.2 billion (direct and indirect) to the GDP in 2001. This latest economic impact figure represents a 34 per cent increase over a previous study conducted by Statistics Canada for the 1996-1997 period. The new study "Culture Counts" also estimates that Nova Scotia's culture sector is responsible for more than 29,000 direct and indirect jobs. It is further estimated that government revenue derived from direct and indirect taxes, duties and from the sale of cultural goods and services generated $95 million in revenue to the various levels of government in 2001.

- The culture division invested in hundreds of organizations and activities throughout Nova Scotia. The economic spin-offs and social benefits of these organizations on the cultural life of the province are immense.

- The culture division established a new model for investment in Nova Scotia's arts and culture sector through the formation of the Nova Scotia Arts and Culture Partnership Council. The council is an innovative 15 member sector led committee mandated to make recommendations to the Minister of Tourism and Culture on the planning, design and delivery of arts and culture programs in Nova Scotia.

Heritage Division

- Our system of 26 provincial Museums (Nova Scotia Museum) created, or partnered to create, several new educational exhibits and initiatives designed to enhance the learning experiences of both Nova Scotians and visitors to the Province. To expand the scope of these efforts, many of these initiatives make use of interactive web based technology.

- The heritage division continued to stimulate community development and growth through the Strategic Development Initiative. The program saw an increase in the number of museums applying and qualifying for assistance, reaching a high of 33 applications and 14 successful proposals.

- The heritage division participated in a dynamic partnership with the Cumberland Regional Economic Development Agency, the local communities, and the local municipal councils to create the Joggins Fossil Cliffs World Heritage Committee. In collaboration with the committee, the department is engaged in a long term effort to have the Joggins Fossil Cliffs recognized as a UNESCO World Heritage Site.

Nova Scotia Archives and Records Management

- Website visits in 2002-2003 were up 70% over 2001-2002 visits. This increase is primarily the result of several new on line archival products.

- In 2002-2003 preservation storage capacity of archival quality vaults converted to mobile shelving increased by nearly 80%.

- Provision of onsite public reference services was consolidated and streamlined to improve access and service delivery.

- A comprehensive government-wide records management policy was approved during 2002-2003.

4. Department Progress and Accomplishments

Tourism and Culture priorities and accomplishments in 2002-2003 were directed at achieving the mission and goals of the department. Our mission is *"to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, develop sustainable communities, and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians"*. The strategic goals included:

Goal 1: Develop the economic and export potential of Nova Scotia's tourism and cultural industries.

Goal 2: Support economic growth and quality of life in communities throughout Nova Scotia through development of our culture, heritage and tourism sectors.

Goal 3: Provide stewardship of Nova Scotia's heritage and cultural identity through development, preservation and presentation of Nova Scotia's cultural and natural heritage resources and institutions.

Goal 4: Deliver effective and accountable corporate support to government through records management, archival programs and protocol services.

2002-2003 priorities and accomplishments are described under each of the four core business areas in the 2002-2003 Business Plan as follows:

E.1. Core Business - ECONOMIC GROWTH:

E.1.1 **Tourism Industry Growth:** Develop the economic and export potential of Nova Scotia's tourism industry. Specific actions / priorities for 2002-2003 included:

(i) Implementation of the new industry / government 2002 Integrated Tourism Plan

Accomplishments:

- Tourism and Culture worked with key tourism stakeholders including the Nova Scotia Tourism Partnership Council, Tourism Industry Association of Nova Scotia, other industry organizations and private operators in the implementation of the 2002 Tourism Plan. Highlights include: 2002 Print and Broadcast Consumer Advertising Campaign; niche marketing activities in partnership with Golf NS, NS Adventure Tourism Association, Taste of Nova Scotia; new program targeting motorcycle enthusiasts; major promotion in Boston implemented in partnership with Industry, Tourism Atlantic, Canadian Tourism Commission, Enterprise Cape Breton Corporation and Bay Ferries.

- As part of the launching of the 2003 Tourism Plan and new Tourism Vision, and in partnership with the Tourism Industry Association of Nova Scotia and the Nova Scotia Tourism Partnership Council, the Department reported on the results of the 2002 Tourism Plan to industry stakeholders at the annual tourism industry conference in November 2002.

- Developed experiences that build on Nova Scotia's heritage, culture, outdoor and strong seacoast positioning including efforts to re-establish Bluenose II as a provincial tourism icon; implemented the Bay of Fundy tourism development plan; enhancement of living history programs at historic sites and museums; implemented the Autumn Leaf Watch Program, and further developed a provincial system of world class coastal hiking trails.

- Implemented market-readiness programs aimed at improving industry quality and competitiveness including the Bay of Fundy Recommended Experience program, and TradeSmart, a best business practices program focused on Nova Scotia's travel trade sector.

- Tourism Development Investment Programs were revised to reflect priorities of the 2002 Product Development Plan. The program incorporated a new application process with deadlines, and included private sector eligibility.

- Implemented a private sector management contract for the operation of Nova Scotia's Signature Resorts with New Castle Hotels. The Signature Resorts performed well in the first year of the 10 year management contract, and doubled net operating income projections for 2002.

- Supported attendance of Nova Scotia tourism industry members on a variety of Best Practice Missions focusing on Cuisine, Seacoast/Marine, Hiking Trails, and Birding themes. These missions enabled industry members to learn about developments in other jurisdictions which may be applied to enhance their business/industry activities in Nova Scotia.

- Supported delivery of wilderness first aid and remote first aid courses to adventure tourism operators.

- Supported attendance of eight Nova Scotia industry participants at the World Ecotourism Summit in Quebec . Recommendations from the summit were subsequently incorporated in the 2003 Tourism Plan.

- Incorporated "novascotia.com" web site address into all print collateral, as well as, print and broadcast advertising. Implemented e-marketing campaigns targeting major markets in U.S. and Canada. Developed new tourism information content and showcased it on novascotia.com. Web site traffic to "novascotia.com"

increased overall by 14%.

(ii) Develop a provincial Tourism Policy

Accomplishments:

- The Department of Tourism and Culture undertook a review and analysis of government polices developed in other provinces, within the federal government, and at the international level. Preliminary work was completed in identifying options and outlining potential processes for improved government decision making on tourism related issues. Additional opportunities for analysis and consultation have been identified and will be undertaken prior to completion of the policy.

(iii) Grow export sales and e-commerce opportunities through NovaScotia.com

Accomplishments:

- The Department in collaboration with the Tourism Partnership Council dedicated efforts and resources to enhancing the competitiveness of the "novascotia.com" website and optimizing its e-commerce capabilities. Specific achievements included:

  Tourism Partnership Council E-marketing Strategy: The Department incorporated actions from the E-Marketing strategy into the 2002 Tourism Plan. The strategic thrusts of the strategy are: generate traffic, engage customers and convert/sell. There was a 14% increase in literature requests from the "novascotia.com" web site. There was a 65% increase in on-line reservations made through the "checkinnovascotia.com" website.

  On-line Content: Tourism and Culture increased the tourism information content on "novascotia.com" to ensure visitors to the site receive comprehensive information on what tourism experiences are available in Nova Scotia. This includes content on seasonal products, outdoor activities and cultural activities. The number of links on "novascotia.com" were also increased.

  Downloads: Developed more on-line documents (PDF format) to allow visitors to download specific information on "novascotia.com" reducing the number of printed literature requests.

(iv) Enhance Nova Scotia's seacoast / scenic touring positioning

Accomplishments:

- The 2002 advertising campaign integrated "Canada's Seacoast" positioning in broadcast and print advertising in major markets outside Atlantic Canada. As well, the Creative Strategy reinforced seacoast/touring positioning in ad copy, layout and design.

- Collaborated with the Department of Natural Resources on management planning initiatives for several strategic seacoast areas including McNabs Island and Cape Split.

- Initiated a partnership with the Parks and Recreation Division of the Department of Natural Resources to identify strategic tourism parks that provide premier coastal scenery and opportunities for priority products including scenic touring, coastal hiking, and wildlife viewing. This initiative will continue in 2003-2004 with an emphasis on implementing joint market-readiness initiatives and identifying opportunities to extend the tourism season.

(v) Maximize visitor servicing / partnerships

Accomplishments:

- VIC User Survey: Conducted survey of approximately 1,800 visitors at 77 Visitor Information Centres (VICs) in all regions of Nova Scotia. The surveys collected data on visitor satisfaction of the VIC, how they located the VIC, what services visitors feel should be offered, where VICs should be located, etc. The information obtained was strictly customer-based.

- VIC Operator Survey: A survey was sent out to all Visitor Information Centre (VIC) operators to collect information on the operation of their VIC. Topic areas covered in the survey included: funding, partnerships, services offered, hours and season of operation, hiring process, training, etc. This was the first time that this information was collected from VIC operators.

- Visitor Information Services Strategy: A final draft strategy was presented to the Tourism Partnership Council Executive in February 2003. Changes to the strategy will be made in the 2003/04 year.

- VIC Gift Shop Tender: As a result for a call for tenders a contract was established with Island Beach Company for the operation of gift shops at the following five provincial Visitor Information Centres: Amherst, Yarmouth, Port Hastings, Halifax Waterfront and Halifax International Visitor Information Centre on Barrington Street. The operator will pay the Department a minimum of $360,000 annually with the possibility of higher revenues based on sales volume.

E.1.2 **Cultural Industries Growth:** Develop the economic and export potential of Nova Scotia's cultural industries. Specific actions / priorities for 2002-2003 included:

(i) Implementation of new provincial Cultural Industries Strategies:

Accomplishments:

- Established an interdepartmental forum with representation from Finance and Economic Development to review a new Music Growth Strategy developed by the Music Industry Association of Nova Scotia (MIANS). The department consulted closely with MIANS on the strategy, agrees with the sector's findings, and supports, in principle, the proposed courses of action. The department continues to advance the music industry strategy within government with a focus on export marketing support and building development capacity.

- Worked with the craft industry on a proposed Boston market development initiative in conjunction with the Nova Scotia Designer Crafts Council and the Cape Breton Centre for Craft and Design. A proposal has been submitted to the Heritage Canada Trade Routes program seeking financial support for the initiative. This initiative involves both educational and sales components.

- Developed new program guidelines and assessment criteria for book publishers seeking provincial government investment. These guidelines, developed in conjunction with publishers, are designed to support industry growth.

(ii) Establish strategic partnership with cultural industries sector:

Accomplishments:

- Helped craft sector leaders attend the Buyers Market of American Craft in Philadelphia in February 2003. This market is regarded as the #1 American show that brings together top artisans and retailers, from the U.S. and Canada, with more than 1,500 exhibitors participating and an estimated 12,000 buyers attending. The group assessed competition and buying patterns, as well as estimated potential sales revenues by talking with buyers, exhibitors, show management and the Canadian consulate office, with the intent of preparing and organizing the participation of Nova Scotia craft producers in 2004.

- Invested $25,000 to support more than 100 Nova Scotia artists who participated in the National Arts Centre's Atlantic Scene Festival in Ottawa. Artists participating in the event gained national exposure with opportunity to develop stronger

markets. A large number of performances played to capacity or near-capacity audiences. Seventy-two buyers and agencies from across Europe and North America attended the festival.

- Partnered with other Atlantic Provinces in the Atlantic Craft Trade Show which attracts buyers from across North America. Total sales reach a reported $1.5 million annually.

- Provided direct funding of $593,601 in support of 78 industry growth initiatives, which support increased sales of Nova Scotia products in international markets and increased leveraging of private sector investment. For example, a $10,000 investment in the East Coast Music Awards was used to attract international buyers to the Halifax event, with significant international sales of over $100,000 reported as a result. A $10,000 investment in Mermaid Theatre was used to showcase work in Ottawa before an audience of international buyers with tours booked in 20 US states, Ontario, New Brunswick and Nova Scotia.

E.1.3 **Acadian Celebrations:** Capitalize on the significant economic opportunities of the upcoming World Acadian Congress and the related celebrations and events being held in Nova Scotia during 2003-2005. Specific actions / priorities for 2002-2003 included:

(i) Increase Acadian tourism opportunities:

Accomplishments:

- With key partners, undertook the development of an Acadian Tourism Strategy to maximize economic impact of the 2003-2005 celebrations.

- Brought forward initiatives for government consideration resulting in incremental strategic investments in tourism marketing (regional, Ontario, Europe and niche Acadian markets) and tourism development (Acadian Village). These initiatives will be evaluated on their economic growth impact.

- Acadian events and images were incorporated in 2002 tourism literature, including French and English Travel Guides, Festivals Digest, and Spring, Summer and Fall coupon books.

- Supported Parks Canada in their efforts to seek designation of the Grand Pre National Historic Site as a UNESCO World Heritage Site.

(ii) Develop online Acadian information:

Accomplishments:

- Nova Scotia Archives and Records Management completed planning, design and research for the production in 2003-2004 of an online, searchable database containing 3,600 entries of births, deaths and marriages extracted from two surviving pre-Deportation Acadian church registers from Annapolis Royal, to serve as an Acadian/Cajun genealogical research source and to complement Acadie 2003-2005 celebrations.

- Nova Scotia Archives and Records Management partnered with the Council of Nova Scotia Archives (CNSA) and 18 of its institutional members from across the province to develop a comprehensive proposal to produce an online, thematic resource guide and virtual exhibit showcasing the 'Acadian Experience in Nova Scotia' for Acadie 2003-2005 Celebrations. To secure essential financial assistance in 2003-2004 to produce this bilingual, web based Acadian cultural heritage resource, the CNSA applied for $56,000 in matching federal funds from the Canadian Council of Archives under its Canadian Archival Information Network grants program which receives its funds from the Canadian Culture Online Program Memory Fund of the Department of Canadian Heritage.

(iii) Facilitate enhanced client service and access for the Acadian community:

Accomplishments:

- Established an Acadian Liaison Officer position to act as a single point of contact within Tourism and Culture. The position will support enhanced coordination and development of tourism, culture and heritage activities for the Acadian 2003-2005 celebrations, including the development of an Acadian Tourism Plan.

E.2 Core Business - COMMUNITY DEVELOPMENT:

E.2.1 **Heritage and Culture Development:** Tourism and Culture will undertake new initiatives designed to stimulate community development and support growth in the Nova Scotia's heritage and culture sectors. Specific actions / priorities in 2002-2003 included:

(i) Develop world heritage potential of Joggins / Bay of Fundy:

Accomplishments:

- The heritage division participated in a dynamic partnership with the Cumberland Regional Economic Development Agency, the local communities, and the local municipal councils to create the Joggins Fossil Cliffs World Heritage Committee.

Application has been made to the Federal Government for inclusion on the National tentative list for recognition of the Joggins Fossil Cliffs as a UNESCO World Heritage Site. A response from the Federal Government is expected by November 2003.

- In partnership with the Joggins Fossil Cliffs World Heritage Site Committee, supported tourism planning efforts to develop the Joggins Fossil Cliffs into a world class nature tourism site and strengthen Nova Scotia's Bay of Fundy tourism products. A Site Logistics Action Committee was formed to establish the groundwork related to supporting infrastructure in the Joggins area, including developing an interpretive center, parking area, and beach access. Supported an engineering and environment study regarding the development of a Joggins area interpretive centre.

(ii) Increase heritage expertise, information and advisory services to communities:

Accomplishments:

- The heritage division continued to review its relationship with the locally managed community museums through regular meetings with the managers of the cultural history sites.

- An initiative has begun in which directors from larger museum sites attend board meetings of smaller sites and provide advice as necessary. For example, Highland Village is currently paired with Cossit House, while Ross Farm is providing assistance to the 27 NSM sites in a water quality testing program.

- The Strategic Development Initiative has seen an increase in the number of museums applying and qualifying for assistance, reaching a high of 33 applications and 14 successful proposals. As a result, a number of community heritage networks have been created or are in the development phase, including:
  - Guysborough Heritage Network
  - Cumberland County Heritage web site
  - Iona Connection IT infrastructure project

(iii) Establish a new model for investment in Nova Scotia's arts and culture sector:

Accomplishments:

- Assumed responsibility for all administrative tasks associated with the former Nova Scotia Arts Council, including delivering programming to clients. The department also provided research and administrative support to a team of culture sector leaders, appointed by the Minister, to help build a new council.

- The first members of the new 15-member Nova Scotia Arts and Culture Partnership Council were appointed by the Minister in March 2003 by a sector-led selection committee based on a public call for volunteers. The proposed mandate for the council is to make recommendations to the Minister of Tourism and Culture on the planning, design and delivery of arts and culture programs in Nova Scotia.

(iv) Establish strategic partnership for community cultural development:

Accomplishments:

- Supported over 100 cultural activities with a total investment of $462,940. Such support increased the skills and knowledge of people active in community cultural activities; increased the quality and diversity of cultural activity; increased the number and quality of partnerships; and increased access to cultural resources and participation in cultural activities. For example, an investment in Conseil des arts de Cheticamp enabled the organization to present 190 artists to almost 4,000 people during July and August, representing a 27% increase in attendance from 2001. An investment in the Union of Nova Scotia Indians supported a display of native arts and crafts by 20 exhibitors and an evening program of Mi'kmaw music and dance, thereby increasing awareness of and appreciation for Mi'kmaw culture. An investment in the Black Artists Network of Nova Scotia supported a festival that included 15 different events over 20 days held in venues in North Preston, East Preston, Cherrybrook, Westphal, Dartmouth, and Halifax. These events attracted over 5,000 people.

- Hosted a provincial meeting of community arts councils in November to help facilitate and establish a provincial community of regional arts councils.

- Continued to invest in 11 regional arts councils. Working at the community level, these councils promote cultural activities, provide a forum for discussion and advocacy, and offer services and programs to serve specific geographic regions of the province. They are member-based, volunteer governed, and in many cases volunteer managed with members representing a variety of fields, including arts, crafts and design, and/or heritage.

E.2.2 **Multiculturalism:** Tourism and Culture will become more proactive in its role of advancing Nova Scotia's multicultural issues and priorities. Specific actions / priorities for 2002-2003 included:

(i) Initiate review of Multiculturalism Act:

Accomplishments:

- Completed a preliminary jurisdictional review and drafted an action plan outlining next steps the department can take to support the principles outlined in Nova Scotia's *Multiculturalism Act*. The Multicultural Association of Nova Scotia (MANS) was consulted to acquire feedback on the proposed action plan.

- The action plan calls for the establishment of an inter-departmenatl forum at the senior policy level to serve as an ongoing resource; an inventory of government policies, programs and services that have a multiculturalism component; and the establishment of an external working group with representation from MANS to develop comprehensive strategies to support the goals of the *Act*.

(ii) Establish multicultural internships:

Accomplishments:

- Interns will be considered once the *Multiculturalism Act* action plan is finalized. This will ensure the internship program supports proposed strategies to be undertaken in support of the *Multiculturalism Act*.

(iii) Prepare a development plan for Nova Scotia Gaelic culture and language:

Accomplishments:

- Established a Program Development Officer position in Cape Breton with a primary focus on Gaelic issues and activities.

- The Minister of Tourism and Culture signed a Memorandum of Understanding between Nova Scotia and the Highland Council of Scotland to foster new links between our shared Gaelic cultures. Both Nova Scotia and the Highland Council have agreed to establish a secretariat in each country to coordinate and initiate activities that will strengthen Gaelic language and culture.

- The Nova Scotia Museum published a curatorial report based on the work of Dr. Michael Kennedy called *Gaelic Nova Scotia: An Economic, Cultural, and Social Impact Study*. The report states that Gaelic activities generate more than $23 million annually in direct revenues. Concerts, dances, and other presentations attract close to 400,000 people, and involve the participation of 30,000 others.

- Assisted in the organization of 17 community meetings to gain input on a vision for *Gaelic Nova Scotia* and potential actions to be taken in support of Gaelic culture and language. Next steps arising from this process include the development of a strategy document setting out goals and objectives and first actions to set direction for both community and government.

E.2.3 **Community Focused Service:** Tourism and Culture will improve service delivery offered to Nova Scotia communities and the tourism, culture and heritage sectors. Specific actions / priorities for 2002-2003 included:

(i) Enhance public awareness of programs and services offered to communities:

Accomplishments:

- Developed and distributed "Investing in Nova Scotia" brochure that provides details of the department's 17 funding programs. This brochure was widely distributed by each of the department's program divisions and throughout government. It is also available on the corporate web site.

- Held public information sessions on the department's programs and services in Whycocomagh and Parrsboro.

E.3 Core Business - STEWARDSHIP:

E.3.1 **Life Long Learning:** Develop, preserve and promote opportunities for Nova Scotians to learn, experience and appreciate the province's rich culture and heritage. Specific 2002-2003 actions / priorities included:

(i) Review of Nova Scotia Museum system:

Accomplishments:

- Commenced a major internal initiative designed to develop heritage significance criteria. Research has been conducted over the past year into best practices regarding significance criteria, scanning both national and international practices and policies. A working group has been established with the expectation that it will produce a document and framework within the next year, leading to a pilot project in which a number of existing museums/collections will be evaluated against the new criteria.

(ii) Improve heritage exhibits and programming:

Accomplishments:

- The Museum Of Industry has created two new school programs "Freshwater" and "Oceans", and has partnered with the Nova Scotia Community College to create "Samson Computer Animation Project- Phase 2", a project capturing the history of Samson, Canada's oldest steam locomotive.

- The Maritime Museum of the Atlantic, as part of the celebrations marking the 90th anniversary of the launch of the CSS Acadia, partnered with the Canadian Hydrographic Service to create "Charting the Waters", an exhibit representing the story of hydrography past, present, and future in Atlantic Canada. The exhibit is set to open in early June of 2003.

(iii) Enhance learning experiences through increased web use / virtual museums:

Accomplishments:

- The Museum of Industry has completed 75 % of phase 1 of the expansion of its web site. The Museum also partnered with Canada Heritage Information Network to create the web based "Adventure Train Game." (virtualmuseum.ca/exhibitions/trains)

- The Museum of Natural History has created "The Fungus Among Us" (virtualmuseum.ca/exhibitions/mushroom), a web site offering a glimpse into the world of common fungus encountered by Nova Scotians. The Museum continues to develop the interactive "Seaside Live" web site exploring Nova Scotia's seaside and the wildlife found there.

- Nova Scotia Archives and Records Management (NSARM) demonstrated its commitment to continue increasing the quantity and improving the quality and utility of genealogical and digitized documentary heritage resources accessible on the internet at "gov.ns.ca/nsarm." Specifically, NSARM produced the following 4 new online resources in 2002-2003:
  - A web based resource featuring the holdings and career of renowned folklorist, Helen Creighton.
  - A award winning, searchable resource guide to multi-media Mi'kmaq holdings.
  - A virtual exhibit on the recovery of Halifax after the Explosion, titled a "Vision of Regeneration."
  - A definitive searchable database of those who died in the Halifax Explosion.

(iv) Establish educational program for historic crafts:

Accomplishments:

- After an assessment related to the potential of this initiative the department decided not move forward during 2002-2003.

(v) Expand Nova Scotia Archives storage capacity:

Accomplishments:

- Completed the installation of 17,800 linear feet of high density mobile shelving to replace space inefficient static shelving in 5,600 square feet of archival quality storage space, which increased the storage capacity of that space by nearly 80%. This is part of an incremental 4 year - $1 million Tangible Capital Assets project. The work was done on time and on budget.

- To complement conversion to mobile shelving, onsite public reference services were reconfigured and consolidated on a single floor to streamline public access to archival holdings and to improve efficiency in the delivery of reference services.

E.3.2 **Provincial Crown Land:** Participate in land-use planning initiatives to ensure that tourism, culture and heritage priorities are considered in the management of public land. Specific 2002-2003 actions / priorities included:

(i) Participate in Integrated Resource Management (IRM) Process:

Accomplishments:

- In partnership with the Tourism Partnership Council, the Departments of Environment and Labour and Natural Resources, and the Nova Scotia Community College Centre of Geographic Sciences, developed the terms of reference for a Tourism Resource Values Modelling pilot study to identify, map, and model tourism values on crown land in Antigonish and Guysborough Counties. The initiative was tendered and awarded to Environmental Design and Management Ltd. (EDM) in 2002. The project will be completed in 2003-2004.

- The results of the tourism values pilot project will assist the Department in collaborating with the Department of Natural Resources' Integrated Resource Management process and ensuring tourism and heritage values are reflected in the development and implementation of management plans for provincial crown land. The pilot model will be evaluated and considered by the Department and the Tourism Partnership Council in determining future applications of the model.

(ii) Pursue opportunities for provincial Wilderness Areas:

Accomplishments:

- Collaborated with the Department of Environment and Labour's Protected Areas Branch in ensuring low-impact nature tourism opportunities are considered in the management planning process for the province's largest protected area - the Tobeatic Wilderness Area.

- In partnership with the Department of Environment and Labour, incorporated the system of 31 Wilderness Areas into the 2003 Scenic Travelways Map in addition to a stewardship message regarding the tourism and preservation values of protected areas.

E.4 Core Business - CORPORATE SUPPORT & GOOD GOVERNANCE:

E.4.1 **Operational Review:** Ensure effective delivery of programs and services to meet departmental goals and priorities. Specific 2002-2003 actions included:

(i) Review retail sales operations:

Accomplishments:

- An independent review and analysis of revenue opportunities was conducted by ATi Consulting Ltd. ATi reviewed revenue opportunities related to: gift shops at provincial visitor information centres and museums; food services; parking; the sale of licensed images; meeting/seminar space; product development; and sponsorships.

- The information provided by the consulting firm was used in the development of a RFP for gift shop operations in five provincially operated visitor information centres. As a result of this exercise, minimum guaranteed revenue from the operation of the five gift shops increased by approximately $50,000 to $375,000.

(ii) Review literature distribution system:

Accomplishments:

- Canadian Consumer Mailing - Based on a Request for Proposals, a new contract was negotiated with Canada Post to provide direct-to-consumer service within Canada.

- US and International Marketing - Based on a Request for Proposals, new contracts were signed with Cloutier Direct Incorporated from Scarborough, Maine to provide direct-to-consumer service within the United States and Europe as well as courier service. This will generate savings in the department's literature distribution budget and will improve delivery time.

(iii) Review accommodation licensing and inspections program:

Accomplishments:

- The department and the accommodation industry (operators of fixed roof accommodations and campgrounds) worked together to review and recommend amendments to the *Tourist Accommodation Act & Regulations*.

- Participated with representatives from the tourism industry and government on a Quality Task Force established by the Tourism Partnership Council. The Task Force was established to address quality issues within the tourism sector, including the accommodations sector.

- Staff from the department and Canada Select (voluntary quality assurance program for the accommodation sector) were cross-trained enabling them to conduct joint inspections for accommodation licensing and Canada Select grading. These efforts support the goal of reducing red tape for tourism operators.

(iv) Review operations of Nova Scotia Centre for Craft and Design:

Accomplishments:

- Completed a review and began work on a Memorandum of Understanding that examines the Nova Scotia Designer Crafts Council assuming management of the Nova Scotia Centre for Craft and Design. Last spring, the department surveyed the craft sector on the future direction of this facility. The survey identified the preferred option of transferring funds and responsibility for the centre to the Nova Scotia Designer Crafts Council. The department invested approximately $111,000 in the centre. Transportation and Public Works provides the space.

(v) Conclude Nova Scotia Art Bank review:

Accomplishments:

- Completed the review and acted on several recommendations, including reinstating the $30,000 purchase component of the Nova Scotia Art Bank Program and placing works in locations outside metro, including Sydney and Yarmouth. The department is now considering additional recommendations, including broadening the Art Bank's client base and development of partnerships with community groups, schools and other arts organizations to widen access to the collection and broaden programming to communities around the province. The department also accepted a recommendation to ascertain if there are qualified agencies within the province that may be attracted to administering the program. The department continued to provide core operating support.

(vi) Streamline contract management:

Accomplishments:

- Strategic planning was initiated and initial steps have been developed to ensure that all contracts and agreements in the Department of Tourism and Culture are managed effectively. This included identifying the information and activities required to ensure legal sufficiency and effective management of all departmental contracts and agreements.

E.4.2 **Good Governance:** Develop improved accountability and evaluation of Tourism and Culture's investments and programming. Specific 2002-2003 actions / priorities included:

(i) Develop a department-wide project evaluation and tracking system:

Accomplishments:

- The department initiated the processes required for the development of a department wide project tracking and contact management system. Project Statements and Business Requirements Analysis documents were prepared for project tracking and contact management. Research related to determining solutions has been completed. Effort is now focused on writing the Solution Recommendation document.

(ii) Expand program evaluations:

Accomplishments:

- Initial efforts were directed at examining options designed to strengthen program evaluation efforts and capacity within the department. Capacity issues were addressed through the approval and hiring of new policy staff within divisions of the department with the specific function and priority to examine and improve evaluation processes on all programs and services.

(iii) Maximize integration benefits of tourism, culture and heritage functions:

Accomplishments:

- Established a leadership development forum designed to enhance leadership skills and facilitate the sharing of information between Divisions. Management staff from each Division meet quarterly for a half day. Staff make presentations on a variety of topics intended to enhance organizational effectiveness. The forum is interactive and encourages dialogue between staff in all Divisions.

- Assembled an inter-departmental team whose task was to develop an action plan designed to identify ways to improve organizational effectiveness and enhance

synergies between divisions. The team developed specific recommendations focused on the key indicators of organizational effectiveness.

E.4.3 **Corporate Support:** Provide enhanced corporate support to the department and government. Specific 2002-2003 actions / priorities included:

(i) Provide professional Protocol services:

Accomplishments:

- Nova Scotia's Protocol Office undertook numerous initiatives in 2002-03 designed to provide government and the public with professional protocol advice and support. Initiatives included organization of major events, and support to visiting dignitaries.

(ii) Provide government-wide records management support:

Accomplishments:

- Final revisions to and consultations on the government-wide records management policy were completed and approved by TPB in February 2003.
- Deputies' Committee was briefed on policy content and phased implementation; comprehensive departmental briefings and development of specialized measurement and monitoring tools were initiated to facilitate and evaluate initial implementation in 2002-2003 and subsequent ongoing implementation and compliance in 2003-2004 and thereafter.

(iii) Fully implement a records management system in the department:

Accomplishments:

- The STOR (Standard for Operational Records), has been completed and received approval from the Government Records Committee. The STOR provides the means for describing, classifying, determining the retention of records and specifying how records are to be disposed at the end of their life-cycle. A Request for Proposals was developed and issued seeking an electronic record keeping software solution.
- Departmental staff received records management training from Nova Scotia Archives and Records Management.

(iv) Develop and implement a departmental HR strategy:

Accomplishments:

- A comprehensive human resources plan has been developed. The plan focuses on recruitment and retention strategies intended to strengthen the Department's competitive position within the labour market. Key initiatives include succession planning and professional and personal development.

- An exit interview process has been implemented. Exit interviews are now being performed by HR Consultants. These interviews are intended to document the exiting incumbent's experience at Tourism and Culture, as well as, to act as a means to evaluate our current talent pool and to identify potential patterns or reasons for departure.

- Management staff attended a half day workshop on performance management offered by the Public Service Commission.

- A draft department wide orientation program has been developed to familiarize new employees with the work of colleagues and departmental policies, procedures, rules, and physical facilities. This program is intended to shorten the learning curve for new employees and to communicate a positive corporate image of the department.

- A draft "Frequently Asked Questions" document has been developed to act as a HR reference guide for managers. The guide is designed to provide more effective communication, understanding, and internal HR support to the managers and supervisors within the department. Topics include, the hiring process, employment status, compensation and benefits, job classifications, labour legislation and policy information.

(v) Develop and implement a departmental web strategy:

Accomplishments:

- Developed an inventory of web sites that fall under the department.
- Developed an inventory of web masters working on those sites.
- Participated in the government's development of a privacy policy applicable to web sites.
- Participated in the government's Web Site Improvement Project.

5. Financial Results

The 2002-2003 budget for the Department of Tourism and Culture was $38,847,000. Actual results totaled $39,895,054. Following is a summary of budgeted amounts compared with actual results by Division. An explanation of variances is also provided.

Department of Tourism & Culture

Division	2002-03 Budget	2002-03 Actual	Explanation of Variance
Tourism	$18,388,000	$19,650,473	Department was given an additional appropriation to invest in tourism marketing priorities / opportunities.
Heritage	$9,063,000	$9,056,538	Temporary vacancies.
Culture	$5,759,000	$5,799,792	Increased investments partially offset by salary savings and lower operating costs.
NSARM	$1,885,000	$1,897,731	Increased maintenance costs.
Art Gallery of NS	$1,140,000	$1,240,000	Increased salary costs.
Administration and Support	$2,612,000	$2,250,520	Salary and other operational savings.
Total	**$38,847,000**	**$39,895,054**	
Salaries	**$12,346,000**	**$11,771,862**	Temporary vacancies.
FTEs	**301.0**	**281.8**	Temporary vacancies.

6. Performance Measures

Efforts have been made by the Department of Tourism and Culture to redefine measures to ensure a more focused and relevant approach in assessing and reporting results. These efforts have resulted in the removal of some measures presented in our business plans from the fiscal year 2002-03 to 2003-04. The following table details the 2002-03 measures, as presented in the business plan for the same year, and identifies their current status compared to the 2003-04 measures.

Outcome	Measure	Status	Comment
Growth in Nova Scotia Economy	Tourism Receipts (billions)	No Change	
	Increase in marketing-generated revenue in core and developing markets	No Change	
	Expenditures on cultural products	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Development of Sustainable Communities	Level of independent assessment	Removed	No longer relevant to our core business areas.
Preservation of Nova Scotia's cultural and natural heritage	Attendance at provincial museums	No Change	
Preservation of Nova Scotia's cultural and natural heritage	Improved collection storage	Removed	We are continuing to monitor and report on the measure in departmental reports. Statistics are available upon request.
Professional Corporate Support to Government and the Department	Availability of online information and services	Removed	Replaced by two new more focused and relevant measures: • Nova Scotia Archives and Records Management web site visits. • Rate of compliance with Corporate Records Management Policy.
	Integrated department - wide project / program evaluation process	Removed	Program evaluation remains a priority.

Efforts to ensure a more focused and relevant approach in assessing and reporting results have also resulted in the addition of some new measures presented in our business plan for the 2003-04 fiscal year. The following table details the new measures added in the 2003-2004 business plan:

Outcome	Measure	Status	Comment
Tourism Industry Growth	Tourism Enquiries generated through internet	Added	Recognizes the importance and prevalence of web based technology use in today's society and measures our ability to use such technology to promote economic growth.
Increased participation by Nova Scotians in Culture and Heritage Activities	Nova Scotia Archives and Records Management web site visits	Added	Recognizes the importance and prevalence of web based technology use in today's society and measures our ability to use such technology to promote, and present our heritage.
	Heritage Research Permits	Added	Recognizes how well we are able to communicate the importance of exercising care in handling Nova Scotia's heritage and cultural resources.
Effective records management and archival services adding value to government business process and functions	Rate of compliance with Corporate Records Management Policy	Added	Recognizes the nature and quality of records management across government.

Since the most recent measures identified are considered best for accountability purposes, a summary of our progress related to the performance measures outlined in the 2003-2004 Business Plan is presented below:

Core Business Area: Economic Growth

Measure 1 - Tourism Receipts

Introduction: One of Tourism and Culture's core business areas is the Economic Growth of Nova Scotia's economy. The tourism sector's contribution to the province's economy, and growth in the industry is measured by estimating "tourism receipts"(spending).

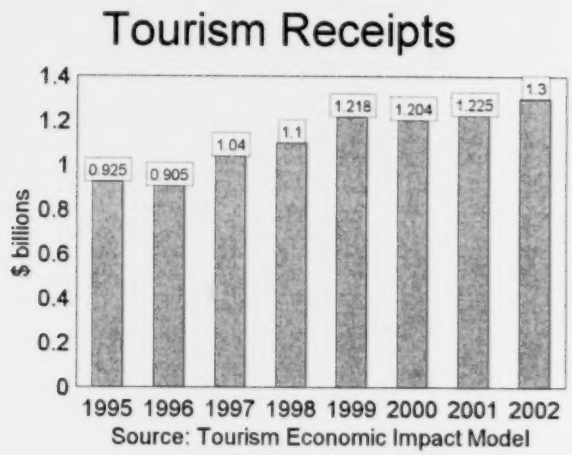
What does the measure tell us?

Tourism receipts illustrates consumer spending on tourism 'related' sectors of the economy. As we attract more visitors to the province and captivate them to stay longer, more money is spent on

various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation statistics, accommodation statistics, where visitors come from, and how long they stay here. Each of these are influenced by the combined efforts of the department and industry through the Tourism Partnership Council with marketing, product development, sales and partnerships, and visitor services initiatives. Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

Where are we now?

Nova Scotia's tourism industry had a record year in 2002 with provincial tourism revenues reaching $1.3 billion. (see chart)



In 2002, spending in the tourism sector generated 34,700 jobs, $498 million in payroll and $96 million in provincial tax revenues.

Where do we want to go/be in the future?

Our vision is to double tourism revenues over the next decade. Our target for this measure is to increase tourism receipts by 5% in 2003/04 and by 10% for 2004/05. These figures can be achieved with the implementation of the Nova Scotia Tourism Strategy's strategic objectives with specific attention directed to the 2003 Integrated Plan as mentioned above. As well, the following tourism industry performance measures are reported monthly/seasonally to the tourism industry and are published in *Tourism Insights*.

- Advertising Generated Inquiries - All advertising is tracked to source inquiries

generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for coming.

- NovaScotia.com - The tracking of visitation levels and resulting inquiries generated by the provincial tourism web site.
- Check In Reservations - This provides an indication of travel intention and booking activity.
- Accommodation Activity - Occupancy rates and room-nights sold are based on reports submitted by all licensed fixed-roof accommodation properties in the province.
- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of non-Nova Scotians embarking at the Halifax International Airport.
- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the 27 provincial museums in operation.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimkujik National Park and Halifax Citadel National Historic Site; however, for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell National Historic sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses are reported.
- Visitor Information Centre Activity - This tracks the total number of visitors counselled at all provincial VICs.

Measure 2 - Marketing Campaign Generated Tourism Revenue

Introduction: A desired outcome within the economic growth core business area is increased marketing campaign generated tourism revenue.

What does this measure tell us?

Tourism industry growth is marked by the measurement of the total percentage increase in marketing campaign generated tourism revenue from core and developing markets. This measure is calculated based upon standard tourism industry performance measurement indicators and the resulting statistical data it provides.

Where are we now?

The base year measure is taken from 2001/02 and is recorded at $147 million in marketing

campaign generated revenue. 2002/03 results are at $172 million, a 17% increase. Capitalizing on partnership dollars, we were able to exceed the $154 million target.

Where do we want to go/be in the future?

The 2003/04 target has been set at $129 million and $135 million for 2004/05. These targets reflect decreases from current levels because of reduced partner opportunities at the federal level.

The 2003/2004 targets can be achieved with the implementation of the Nova Scotia Tourism Strategy's strategic objectives, which include:

- Growing revenues from the touring market;
- Improving product quality, sustainability, and competitiveness;
- Building a twelve-month season;
- Developing viable niche markets;
- Improving transportation access; and
- Improving the general business environment for tourism.

2003-2004 priorities include:

- Implement the industry/government's 2003 Integrated Tourism Plan (marketing, development, sales, partnerships, and tourism policy);
- Implement an e-marketing strategy;
- Focus product development efforts on seasonality, market-readiness/quality, and sustainability;
- Develop new niche-market products and experiences to extend the season;
- Build and strengthen current partnerships;
- Find new non-traditional partners;
- Promote and support 2003-2005 Acadian celebrations.

<u>Measure 3</u> - Tourism Enquiries Generated through Internet

Introduction : A desired outcome within the core business area of economic growth is to increase enquiries (requests for tourism literature) generated through the internet.

What does this measure tell us?

An increase in on-line enquiries would suggest that we have provided a valuable / useful service to visitors. The ability to request information on-line provides another option for visitors to contact the department for information. It also reduces the usage of the toll-free service.

Where are we now?

The base year measure is taken from 2001/02 and is recorded at 106,000 on-line literature requests. In 2002/03 there were 121,000 literature enquiries received on-line, representing a 14% increase over the previous year.

Where do we want to go/be in the future?
The 2003/04 target is 136,000 on-line literature requests which represents a 12% increase and in 2004/05 the target is 154,000. As the usage of the web site as an information tool grows, these targets may not be met as visitors may not require printed literature to the same extent as in the past. Using on-line enquiries as a measurement of the impact on economic growth must be reexamined. Measuring website visits and literature downloads are better tools to evaluate the economic growth from on-line activities.

Core Business Area: Stewardship

Measure 1 - Attendance at Provincial Museums

Introduction: The Nova Scotia Museum provides Nova Scotians and visitors to the province with an opportunity to experience and learn about our unique cultural and natural history, instilling an understanding of the importance of heritage to the social fabric of our communities. Key to accomplishing this is the ability of the Museum to attract visitors to its various sites.

What does this measure tell us?

An increase in the number of visitors to the Museum is a measure of the impact of the programs and the ability of the Museum to engage the public in discussions about their heritage. Visitors include school children, scientists, social historians, and casual visitors from the community.

Where are we now?

Attendance at the Nova Scotia Museum reached 622,754 visitors in 2002-03. This represents a 3.7 percent decrease in attendance from 2001-02. Changes in how the world interacts mean that the methods used by the Museum to reach and engage its audiences are also changing. Limited short-term tracking of web based exhibits indicates that digital visits are becoming more and more important. The "Fungus Among Us" exhibit, for instance, counted 33,590 web hits in one three month period.

Where do we want to be in the future?

Our target is an increase of 5 percent in visitors to the Nova Scotia Museum in each of the next 2 years. For 2003-04 this means an additional 31,138 visitors. This will be accomplished by revamping permanent exhibits through interpretive renewal, developing criteria for site and collection significance, continuing the development of new products, and a reorganization of the Division. Meeting this objective will also mean rethinking how we count visitors, recognizing the importance of "virtual museums" visitors.

Measure 2 -Nova Scotia Archives and Records Management (NSARM) website visits

Introduction: The institutional website (www.gov.ns.ca/nsarm) is NSARM's most effective outreach tool. It has been designed to expand public access to and encourage non-traditional use of Nova Scotia's archival resources through the increased availability and utility of online informational content and services, especially those delivered via virtual exhibits, searchable databases and digitized holdings. Educational products and genealogical research tools are an integral component of the website's strategy to engage Nova Scotians and other interested online visitors in an awareness of and participation in the province's rich archival heritage and the discovery of their roots.

What does this measure tell us?

A consistent increase in the number of website visitors indicates appropriate selection and design of online products, effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional practices to a new reliance on distant access and the web-based experience, including advance preparation for actual onsite activities. Analysing non-Nova Scotian website traffic also provides information on the volume and specificity of outside (i.e. non-Nova Scotian) interest in the province's archival heritage.

Where are we now?

A total of 250,000 online visitors accessed the NSARM website during 2002/03. This figure represents a 70% increase over the previous year's total of 147,000. This resulted largely from the enormous popularity of three online products launched during 2002/03; the *Mi'kmaq Holdings Resource Guide*; *The Halifax Explosion Remembrance Book–A List of Those Who Died*; and the *Vision of Regeneration* virtual exhibit (rebuilding Halifax after the 1917 Explosion).

Where do we want to be in the future?

NSARM has targeted a reasonable but modest increase of 10% during 2003/04 (to 275,000) and an additional 13% for 2004/05 (to 310,000). Given the experience of 2002/03 and the electronic products already under development for online delivery during 2003/04, these increases are likely to be substantially surpassed.

Measure 3 - Issuance of Heritage Research Permits

Introduction: The Nova Scotia Museum's Heritage Resource Services administers the *Special Places Act*. Under the *Act* the department issues heritage research permits authorizing archaeological, historical or palaeontological explorations and excavations in the Province. Issuing these permits ensures that Nova Scotia's heritage resources are preserved for future generations. Central to meeting this goal is effectively communicating to the public the requirements of the *Act* and the importance of the conservatorship and the role which the public

can play in assisting in this effort.

What does this measure tell us?
An increase in the number of Heritage Research Permits issued is a measure of the success of efforts by Heritage Resource Services to communicate the need to exercise care in handling Nova Scotia's heritage resources to the public. The public includes both professional and amateur scientists, and the Nova Scotia community at large.

Where are we now?
Heritage Resource Services issued 52 permits in 2002-03, an increase of just over 10 percent from the number of permits issued in 2001-02.

Where do we want to be in the future?
Trend analysis on the issuance of Heritage research permits over the past five years predicts that the Division should expect 55 permits to be issued in 2003-04, an increase of 5% over 2002-03. This is expected to be the minimum number of permits issued for the next 2 years.

Measure 4 - Rate of Compliance with Corporate Records Management Policy

Introduction: The government-wide Records Management Policy was approved by Treasury and Policy Board on February 26, 2003 after extensive consultation and review by NSARM. The Policy is designed and structured to be consistent with and contribute to more effective open and accountable government; to support and link to TPB strategic goals; to place the corporate records management program solidly within the government policy framework; and to apply to and support new initiatives and approaches. NSARM will advance the implementation of this policy through the provision of relevant and timely advice and assistance to departmental records management programs, by supporting the application of technology to records management functions in government and by identifying and resolving systemic barriers to the transfer of archival records by targeted departments.

What does this measure tell us?
The rate of compliance with the Policy provides an accurate measurement of the nature and quality of records management across government.

Where are we now?
The application of systematic records management across government has been uneven, although significant progress has been made in recent years in developing common approaches and standards for the management of recorded information. Most government departments have implemented core elements of a modern program and are positioned to meet forthcoming challenges. Assessment and planning tools for departmental use have been developed by NSARM and are now being deployed to assist departments in achieving compliance with the requirements of the policy, which is projected to be at 75% by end of fiscal 2003/04.

Where do we want to be in the future?
A realistic and responsible target of achieving 90% compliance by core government by the end of fiscal year 2004/05 has been set. This will allow for adequate and appropriate program planning and resource allocation to take place.

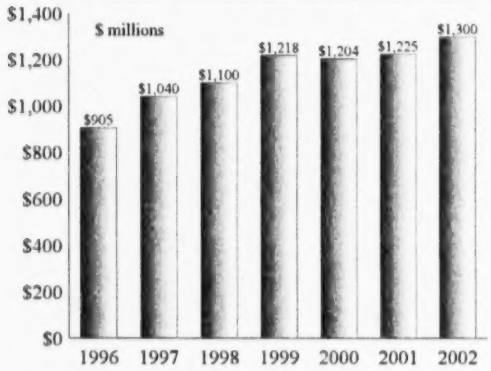
2002 Tourism Industry Facts

How important is tourism?

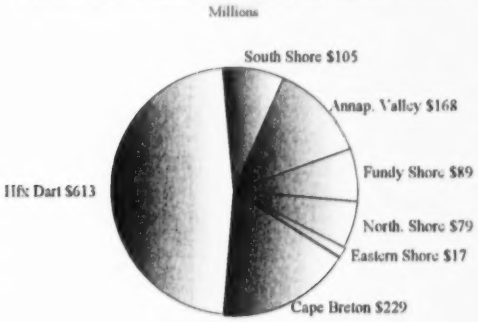
In 2002, tourism was a $1.3 billion industry for Nova Scotia. The province's tourism industry revenues rose 4% from 2001. Tens of thousands of Nova Scotian jobs depend on tourism activity. In 2002, the tourism industry in Nova Scotia generated:

- $1.3 billion in direct revenues with 60% or $764 million from non-resident visitors to Nova Scotia
- 34,700 direct and indirect jobs
- $498 million in direct and indirect wages and salaries
- $119 million in provincial and municipal taxes

Nova Scotia Tourism Revenues, 1996 - 2002



Nova Scotia Tourism Revenues by Region, 2002



Total Revenues = $1.3 Billion

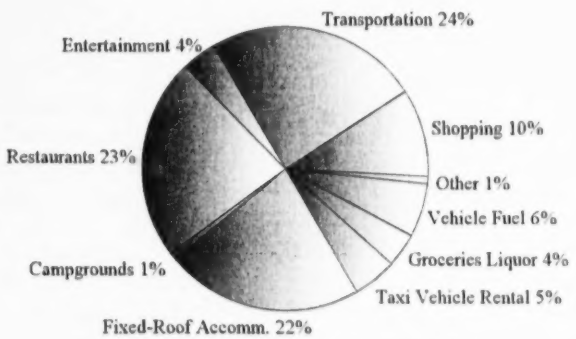
How are revenues shared among the regions?

Both the urban and rural areas of the province benefit from tourism generated revenues.

What businesses benefit from tourism?

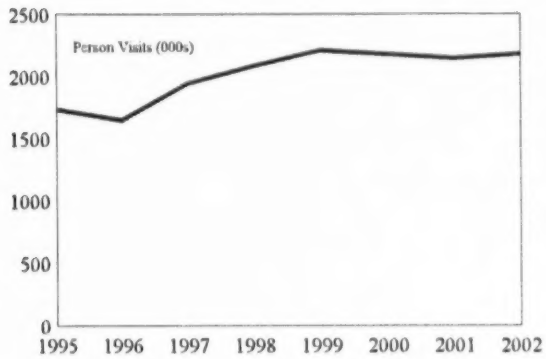
Spending by tourists in Nova Scotia benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

Nova Scotia Tourism Receipts
By Expenditure Type, 2002



Total Tourism Revenues = $1.3 Billion

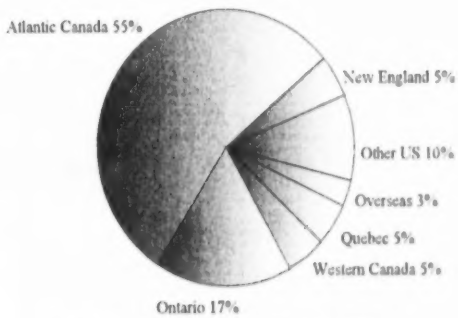
Visitor Volume To Nova Scotia
January - December, 1995 - 2002



How many people choose Nova Scotia as a travel destination?

For January to the end of December 2002, overnight, non-resident visitation to Nova Scotia totalled 2.18 million people. In addition to visitors from outside the province, Nova Scotians made almost six million trips within the province annually, providing significant benefits for the industry.

Visitation To Nova Scotia, 2002
By Region of Origin

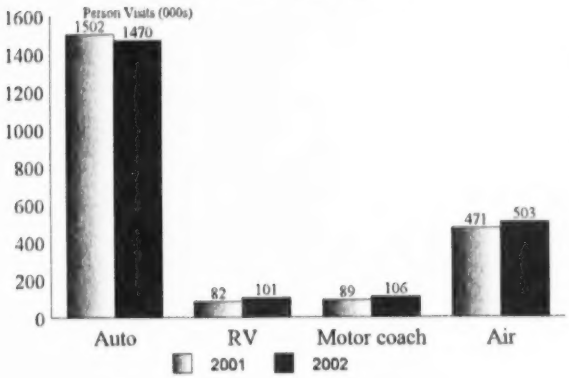


Total Non-Resident Visitation = 2.18 Million

Who visits Nova Scotia?

The majority of non-resident visitors to Nova Scotia come from other areas of Atlantic Canada (55%). Visitors from Ontario comprise another 17% and other parts of Canada 10%. The US and overseas visitors also make a significant contribution. In 2002, 15% of our visitors came from the United States, while 3% came from other international markets.

Visitor Volume To Nova Scotia
By Mode of Travel, 2001 - 2002



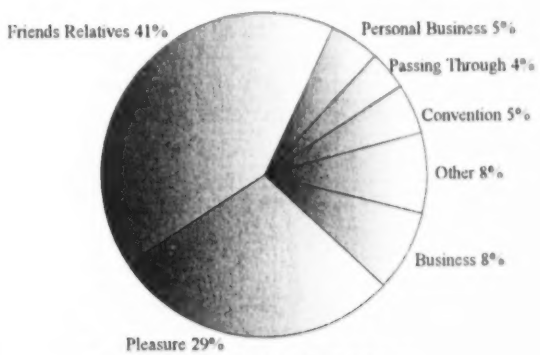
How do they get here?

More than three quarters (77%) of Nova Scotia's visitors travel by motor vehicle, via road and ferry. Specifically, 67% arrive by car, 5% by recreational vehicle, and 5% by motor coach. The remaining quarter (23%) arrive by airplane.

What attracts people to Nova Scotia?

People visit Nova Scotia for many reasons: to take a vacation and enjoy the natural beauty that Nova Scotia offers, to visit friends and relatives, to conduct business, attend conventions, and to take care of personal business.

Why People Visit Nova Scotia



Source: 2000 Nova Scotia Visitor Exit Survey